



Board of Directors Meeting Agenda

East Multnomah Soil and Water Conservation District

Monday November 7, 2022, 6:00 – 8:00 PM

To be held at the EMSWCD Office at 5211 N Williams Ave, Portland, OR 97217

AGENDA

Item #	Time	Board Meeting Agenda Item	Purpose	Presenter	Packet
1	6:00 5 min	Welcome and meeting called to order: • Introductions • Review/revise agenda • Review previous action items • Review/approve October Minutes	Information/ Decision	Guebert	a) 10/3/2022 Board Meeting Minutes b) 10/19/2022 Special Board Meeting Minutes
2	6:05 5 min	Time reserved for public comment and introductions ¹	Information	Public	N/A
DISTRICT BUSINESS					
3	6:10 10 min	Executive Director Update	Information	Hamilton	N/A
4	6:20 35 min	Strategic Plan update, overview, and discussion	Information/ Discussion	Hamilton	a) Strategic Plan Outline
5	6:55 60 min	Headwaters Overview and strategic planning exercise	Information/ Discussion	Steele/ Kent	a) HIP Data Sheet b) HIP Crib Sheet c) Key Questions
CLOSING ITEMS					
6	7:55 5 min	• Announcements and reminders • Action items • Adjourn meeting	Information	Guebert	N/A

¹ Each member of the public who wishes to speak shall be given approximately 3 minutes.

Packet materials referenced above available in hardcopy by request or electronically at: <http://emswcd.org/about/board/meetings/>



Board of Directors Meeting Agenda
 East Multnomah Soil and Water Conservation District
 Monday November 7, 2022, 6:00 – 8:00 PM
 To be held at the EMSWCD Office at 5211 N Williams Ave, Portland, OR 97217

EMSWCD Board Members, Committees and Meeting Dates

EMSWCD Board			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC
Joe Rossi	Director - Zone 1		X	X		X	
Laura Masterson	Director - Zone 2	Secretary	X	X	X		
Mike Guebert	Director - Zone 3	Chair	X	X	X		
Jim Carlson	Director - At-Large 1	Treasurer	X	X		X	
Jasmine Zimmer-Stucky	Director - At-Large 2	Vice Chair	X	X	X	X	
Upcoming Schedule							
FY22-23	2022	July	6		x		
		August	1			x	
		September	x				
		October	3		17		
		November	7	21			
		December	5		19		
	2023	January	4	30			
		February	6		27		
		March	6	7	27		
		April	3	4	17		
		May	1	2	22		
		June	5		27		

Internal EMSWCD Teams

- **Equity Team:** Heather Nelson Kent, Matt Shipkey, Alex Woolery, Jon Wagner, Tiffany Mancillas, Jeremy Baker
- **CLIP Team:** Jeremy Baker, Whitney Bailey, Julie DiLeone, Kathy Shearin
- **Safety Committee:** Scot Wood (lead), Jon Wagner, Katie Meckes, Dan Mitten, Jeremy Baker

EMSWCD Representation on External Committees

- 4-County Cooperative Weed Management Area – Chris Aldassy
- Beaver Creek Conservation Partnership – Kathy Shearin; Lucas Nipp; Chelsea White-Brainard
- Columbia Gorge Cooperative Weed Management Area - Jon Wagner
- Columbia Slough Watershed Council - Kathy Shearin (Vice Chair, Executive Committee); Whitney Bailey (CSWC Tech Team)
- Gray Family Foundation Grant Review Committee – Heather Nelson Kent
- Johnson Creek Watershed Council – Julie DiLeone
- Inter-jurisdictional Committee for Johnson Creek Watershed – Whitney Bailey; Jeremy Baker
- Northwest Adult Conservation Education – Kathy Shearin
- Oregon State University Metro Small Farms Advisory Group – Rowan Steele
- Oregon State University Solve Pest Problems Advisory Committee - Kathy Shearin (Steering Committee); Julie DiLeone
- Oregon Watershed Enhancement Board Lower Willamette-East Small Grant Team – Julie DiLeone

EMSWCD prohibits discrimination in all of its programs and activities on the basis of race, color, national origin, age, disability, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisals, because all or part of an individual's income is derived from any public assistance program, or based on any other group or affiliation. EMSWCD will not condone or tolerate prejudicial remarks, actions, slurs, or jokes expressed and directed at or to any person. Any employee who behaves in such a manner while conducting EMSWCD's business will be subject to disciplinary action including possible termination. EMSWCD is an equal opportunity provider and employer.

Meeting attendees requiring Americans with Disabilities Act accommodations should call (503) 222-7645 x 100 as soon as possible. To better serve you, five (5) business days prior to the event, is preferred.

Packet materials referenced above available in hardcopy by request or electronically at: <http://emswcd.org/about/board/meetings/>

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**East Multnomah Soil and Water Conservation District
Board of Directors *FINAL* Meeting Minutes**

Monday, October 3rd, 2022

6:00pm- Call to Order

Zimmer-Stucky, in Guebert's absence, called to order the regular meeting of the EMSWCD Board of Directors at 6:00pm on Monday, October 3rd, 2022, via videoconference.

6:00pm- Introductions, Review/revise agenda, Review previous action items

Zimmer-Stucky conducted introductions for the record. The following persons were present:

Board of Directors: Jasmine Zimmer-Stucky (At-Large 2 Director, Vice-Chair), Joe Rossi (Zone 1 Director), Jim Carlson (At-Large 1 Director, Treasurer) (6:45pm virtual), Laura Masterson (Zone 2 Director, Secretary) (7:00pm virtual)

Board of Directors Absent: Mike Guebert (Zone 3 Director, Chair)

Staff: Nancy Hamilton (Executive Director), Kathy Shearin (Urban Lands Program Supervisor), Julie DiLeone (Rural Lands Program Supervisor), Dan Mitten (Chief of Finance & Operations), Matt Shipkey (Land Legacy Program Manager), Heather Nelson Kent (Grants Program Manager), Rowan Steele (Headwaters Farm Program Manager), Alex Woolery (Marketing and Media Manager), Asianna Fernandez (Executive Assistant)

Guests: Don Kloft (Oregon Department of Agriculture) (virtual)

Changes to the agenda: Item 2: PIC 2023 Timeline & Outreach Update, Item 3: Monthly Financial Reports for July and August 2022, Item 4: FY 21-22 Annual Meeting Resolution, Item 5: USDA Increasing Land, Capital, and Market Access Grant Application Update, Item 6 (if time permits): Board of Directors Discussion.

Previous action items: N/A

6:03pm- Time reserved for public comment

Kloft introduced himself as the new Ag Water Quality Specialist for North Valley and North Coast at ODA. Plans on visiting Headwaters Farm on Thursday. Biannual review for Lower Willamette area on December 1st, no changes to the rules. Looking for more members for Local Advisory Committee (LAC).

6:07pm- Executive Director Update

- Hamilton has been on vacation for most of September. DiLeone acted as interim ED, oversaw her responsibilities, no major updates.
- Continuing to organize informal meetings with other SWCDs EDs (Yamhill, West Multnomah, Clackamas, Tualatin, Upper Willamette, etc.)
- October 17th LLC meeting to discuss strategic planning efforts for the Land Legacy Program.

6:09pm- PIC 2023 Timeline & Outreach Update

Kent gave an overview of the Partners In Conservation (PIC) Grant process for 2023

- October 19th to December 15th: Application process open.
- February to March: Grant Review Committee meets to form recommendations.
- Hoping for a Board member to join the committee again this year.
- The applications will be broken up into two categories: sustainable ag and community garden category, and conservation, nature scaping, forestry category.

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- Will have postcards to send out to the public to promote the open application process.
- Highlight of the small grant process

Zimmer-Stucky Have there been any grants coming through that were particularly exciting or interesting?

Kent Most of the urban ag projects tend to be up and running pretty quickly after being accepted. The upfront 30% funding option helped many grantees get started earlier, especially the smaller, culturally specific groups. For example, Play, Grow, Learn with Adam Kohl from Outgrowing Hunger as a fiscal sponsor, was able to use the upfront funds to pay their apprentice youth right when they started.

Rossi Is there a scoring criterion for choosing grantees? Do you feel good about it?

Kent We updated it recently, brought it down to 6 questions. The Grant Reviewing Committee came very prepared and did a good job of scoring each application. The committee is asked to allot about 20-25 hours for application reviewing and meetings. Each application is about 6 pages of reading. ZoomGrants is used to store all the applications and manage all grant documents and requests.

Zimmer-Stucky Reminded that multiple Board members are allowed to join. Any updates on the Portland Clean Energy Fund affecting the grant landscape in Portland?

Kent A couple grantees were pretty strategic about applying for what they need – focusing on areas outside of Portland's boundary but within the urban portion of our district. Kohl of Outgrowing Hunger is a great example. We don't think we'll see applications from some of the grantees from this last round again.

- Example: ELSO, Inc and Blueprint Foundation who both received relatively large grants from PCEF
- More applicants this year from urban ag and community garden organizations. We were only able to fund \$1 for every \$2 requested.

Action Item: Kent to reach out to Kohl to get a meeting with Rossi set up and keep Rossi updated about becoming a Grant review committee member.

Kent SPACE Grants: 62k, funded 32 projects last year. Small community event/project grants. Rolling application process. Awarded all funding by end of May, had to turn some of the later applicants away. Only receive a few every month. Hamilton has been quick in reading through and approving them. Seeing a trend in more applications being sent in after email outreach is sent out. A few applicants who were not rewarded with PIC grants did end up applying for SPACE grants and were awarded smaller grants. Ex:

- Leach Botanical Gardens educator for a forest bathing walk
- Zenger Farms Family Festival event
- Irvington Elderplace community garden project

6:31pm- Monthly Financial Reports: July 2022

Mitten For July, there weren't many variances since it's the beginning of the fiscal year. Healthy Balance Sheet. Checking account is higher by \$600,000 mostly due to more property tax income as well as interest rates raising again (1.9%). Balance sheet is 4.3% higher than last year at this time. P&L budget performance shows some higher lines due to buying some office and computer equipment and a social media archiving subscription, that we've been budgeted and planned on buying we just didn't know when. The training and development line is due to the CONNECT Conference registration. There also shows some capital outlay for the purchase of a Power Ox at Headwaters Farm. The P&L by Class looked good with no update given.

6:35pm- Monthly Financial Reports: August 2022

Mitten August Balance Sheet shows very little difference. P&L Budget performance shows higher rebates due to grant funds that wasn't completely used by a grantee and returned, as well as COBRA reimbursements. Office supplies are higher due to office and computer peripheral equipment needs. Publications and promos slightly higher due to co-sponsoring funds for the Multnomah County Farm

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Bureau BBQ. Training and development line higher as in previous month due to the CONNECT Conference. PL by class is on track.

6:37pm – District Event Update

- OAT event at Headwaters Farm: 30-40 attendees. Masterson and Guebert attended. Nick Pfiel, Headwaters Farm Operations Assistant, gave a presentation on Headwaters Incubator Farm. OAT found that there were a lot of outreach opportunities.
- Farm Bureau event: **Rossi** For next year, would like a speaking opportunity for the District to break the barriers between farmers and resources. Purpose was to host a BBQ and bring farmers out to boost morale. Upwards of a hundred people attended.
- Lower Columbia Estuary Partnership Annual Fundraiser: PIC Grant recipient for some of the estuary restoration work they do. **Rossi** A lot of energy, focused mission, got a lot of ideas to bring for future Farm Bureau events. **Zimmer-Stucky (who works at LCEP)** 140+ tickets sold, most showed up.
- OCEAN Connect Conference: **Hamilton** 12 EMSWCD staff members attended. Conference was well designed, workshop tracks (8) were spread out between staff. Highlight on the USDA carbon tracker, Comet Company, and Comet Farm. Jeremy Baker from staff is very involved and led the opening message and Q&A with the keynote speaker. **Shearin** This conference is meant for all SWCDs, Land Trusts, Watershed Councils.

6:50pm- FY 21-22 Annual Meeting Resolution

Mitten presented Resolution 2022-10-01 to the Board. This resolution establishes the date and time of the FY21-22 Annual Meeting. The date and time on the resolution is Monday, December 5, 2022, at 6:00 pm.

MOTION: Rossi moved to approve the Annual Meeting Resolution No. 2022-10-01, Zimmer-Stucky 2nd. Motion passed unanimously (3-0, Guebert and Masterson absent).

6:51pm- Approval of minutes

MOTION: Carlson moved to approve August 1, 2022, Board of Directors Meeting Minutes, Rossi 2nd. Motion passed unanimously (3-0, Guebert and Masterson absent).

MOTION: Carlson moved to approve August 3, 2022, Special Board of Directors Meeting Minutes, Rossi 2nd. Motion passed unanimously (3-0, Guebert and Masterson absent).

MOTION: Carlson moved to approve August 24, 2022, Special Board of Directors Meeting Minutes, Rossi 2nd. Motion passed (3-0, Guebert and Masterson absent).

6:55pm- Break

7:05pm- USDA Increasing Land, Capital, and Market Access Grant Application Update

Hamilton introduced Shipkey and Steele. Thanked everyone on the Board for the informal okay to pursue this grant opportunity. This kind of opportunity for significant funding without competing with other SWCDs is rare, and the kind of applicants the USDA is looking for seems to align with who EMSWCD is as a soil and water district as well as the work we're doing in strategic planning now.

Shipkey This is a \$300 million USDA grant opportunity open to non-profits and government entities across the US. Grant purpose is to advance farm access opportunities for underserved growers, so an application must be focused on that. The funds may be spent over a term of up to 5 years. There are 3 categories of applicants, we're in the category with a \$2.5 million grant ask ceiling. Unclear whether USDA might consider partial funding.

Steele gave a brief overview of how he and Shipkey approached this grant opportunity:

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- The Grant application is due on October 28th.
- It's a unique opportunity to create access for underserved farmers and soil and water health victories at the same time.
- These initiatives are not new ideas, they've been informed by feedback from different organizations, Headwaters graduates and farmers, and the Board.
- Suite of offerings to help us do what we're already doing: align services and programs, looking for gaps to fill, leveraging existing resources.
- The initiatives work to help farmers in different stages. They're designed to work together but are individual offerings.
- **Zimmer-Stucky** In the timeline, it says there's a fast turn around and funding should be given out by January 2023, and since the District is in budget season at the same time, even if we don't get accepted, we can still consider these initiatives in our own budget too? **Steele** replied that we can manage for this.

Steele and Shipkey presented the 5 elements (initiatives) of the grant.

1. Future HIP Farmer Development Scholarships: A collaboration between an underserved farmer (coming from other entry level farm programs), an established farm, and the District. The underserved farmer would work on the established farm for a couple years in a position where they get hands on experience and with some kind of management responsibilities. The mentor farmer will pay the underserved farmer minimum wage and the District will use the grant funds to cost share the wages (ex. \$8 per hour on top). The underserved farmer gets the experience needed to become a successful farmer and work towards the Headwaters Farm Incubator Program (HIP), the mentor gets a reliable employee who's motivated, and the District is feeding that pipeline of farmers and creating opportunities for folks who might not otherwise have them.

Masterson For managers who are already being paid above minimum wage, how does that play into this idea?

Steele Labor is the biggest cost for a lot of farms, so looking to drive down that cost would help them as well. The mentor farms would also take on additional commitments as mentors and teachers, which could be a learning curve and take more time.

Masterson This sounds a lot like Rogue's internship program. Would rather leverage partnerships instead of reinventing the same idea.

Steele Rogue's intern farmers are employees of the host farm but are also paying the farm for the education they're receiving from working. The underserved farmers in this initiative would not have to pay for the education/mentorship. It might work parallel to Rogue's second year program a little more than expected.

Masterson How many managers would we sponsor per year? Are we prioritizing BIPOC/marginalized communities?

Steele There would be 4 positions per year over the 5-year grant. First initial form of vetting would be through those internship programs who already have a strong consideration around creating opportunities for underserved growers.

Rossi Would the cost of carrying the program be carried through the grant or through us? Including the additional staffing requirements, and all other costs associated with us carrying the program?

Steele This initiative wouldn't require any additional capacity on our end, so it would be 100% covered by the grant. The grant will come through the District, managed by Steele, the Grants program, and CFO.

Zimmer-Stucky We do have 2 open positions that we could re-create to manage the capacity.

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Hamilton There are various opportunities/options for the management of this program: a general manager across all initiatives to oversee everything, discrete consultants where we don't have capacity or expertise, etc. Considering this is something we already have as a priority for the District, these are things we already want to continue working on even if we don't get the grant.

Rossi suggested that we ask for the capacity in the grant.

Zimmer-Stucky Does the grant fund staff time for implementation and administration?

Shipkey We could fund the time that is already committed to this as well as bring on extra capacity.

Steele No funding match is required for this grant.

Masterson This is an amazing opportunity, thanked Steele and Shipkey for finding this opportunity and working through it. Are farm wage scholarships for multiple years? How long will this manager level last for each farmer and how ready do you think each would be to launch a successful farm business after this?

Steele It's more reasonable to expect these farm workers to have about 3 years of experience and exposure. We'd expect a farmer to go through a year or more with the outside entry level program, and 2 years of farm management experience on an established farm before being able to fully benefit from HIP's resources.

Zimmer Stucky Would you consider providing wage share to farm workers and farms for 3+years if it's a good fit?

Steele We were thinking 2 years for each farm worker as to load the pipeline with more farmers who are ready to start a farm business.

Rossi suggested turning these farmers into contract workers. A farm owner/producer doesn't want to add more workers to payroll and acquire more liabilities, they'd be more enticed to ensure they're able to get a worker who fills the niche needs they're looking for, and they'd pay a premium for it.

Steele As long as they get the experience to be a successful farm owner, that sounds feasible.

Hamilton We should be clear about the goal of the program. If it's to benefit the established farm owner, that would be a justifiable program, but if we're trying to benefit the new farm business owner with experience and knowledge, that would be accomplished differently.

2. "Seed" Capital for HIP Farmers: Incoming HIP farmers would get a one-time grant funded cash infusion into their business to cover all insurance, seeds, supplies, etc. that they'd usually have to pay out of pocket for before they even begin planting anything. We see \$8k per farmer as a meaningful amount. It would cover 4 farmers a year for 5 years through the incubator farm. This would avoid starting a farm under capitalization, which we see a lot at HWF. This assistance would put incoming farmers in a better position to leverage the resources from HWF, making it more attractive to high quality incubator applicants.

Zimmer-Stucky appreciates Shipkey and Steele's focus on how these programs would bring us the most qualified applicants.

Masterson is excited about this option. Is there anything you're doing differently in terms of outreach or recruitment to find qualified applicants?

Steele We've expanded the geography, which we haven't done much in the past.

3. Big Creek Farm as an Interim HIP Graduate Landing Site: Program the recent Big Creek acquisition and turn it into an interim landing spot for mature/established farmers who have capital to invest in the site already to allow them to build capital and identify options for the purchase of their own farm property. This would also be a chance to use outside funding to realize some soil and water protection. The space would potentially hold 7-8 farming operations. Half the investment would go towards realizing an uplift in soil and water outcomes on site; updates to

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irrigation system efficiency, and upgrades to farm roads to address erosion on site and create a new layout more conducive to multiple users. The other half would be limited investment in basic infrastructure needs (building slab, electrical upgrades, cooler, etc.). Additional structural improvements, equipment, drip tubing, etc. would be on the farmers to invest in for the site, with a buy-out of their investment at the time they leave.

Zimmer-Stucky How tied is this proposed budget tied to this property? Can you put one of these 7-8 farmers into the management role with stipend or reduce rent? Therefore, could the Gordon Creek Farm property work for this idea instead?

Shipkey The grant would allow us to fund having a farmer in a management role. The grant application has to be specific about the investment, so while we could look into using Gordon Creek instead, we can't be vague about the site, and likely couldn't redirect to a site with less capacity if the grant was awarded. (Gordon Creek is a much smaller site). We were thinking of the idea of bringing a housing solution to Big Creek as well.

Masterson Do you think having farmers at this Big Creek property for a few more years before coming to HWF would help them be more ready to launch?

Hamilton The intention isn't to provide more time for farmers to launch, but to instead provide access to land for farmers to grow capital, to then purchase their own land. District staff would be relatively hands off.

Masterson If we put an easement on the property, we could create a space for farmers to purchase (e.g., Buy-Protect-Sell).

Zimmer-Stucky Do we have farmers now who are ready to buy if we put Big Creek on the market now, and by instead retaining it for this program, would we be taking away that opportunity from someone who is ready?

Shipkey There are folks who would be able to purchase the property, but this grant is focused on assisting underserved producers.

Hamilton Does the Board want to just sell the land to a farmer and not have the District retain it for this option?

Zimmer-Stucky While it's not a bad thing, this takes a property acquired for buy, protect, sell, and turns it into a buy, protect, manage. How do our (the District's) priorities feed into one another and in what order?

Masterson Sounds like there's two tracks:

- 1) Due to our equity goals, we can help underserved farmers who are coming in with less experience, by giving them more time and space to get ready for the HIP program.
- 2) Providing land for advantaged farmers who would come in with more experience and don't need as much support but do need land.

How many farmers are we imagining to be on the Gordon Creek land?

Shipkey 7-8 farmers approximately at any one time, but if folks are cycling through, then more than that.

Rossi Concerned with using the Big Creek property for this project when HWF still seems to be under capacity with vacant land, and we already have to manage it.

Zimmer-Stucky There was a decision made a few years ago to welcome farmers with less experience to HIP. It sounds like here we are trying to change the criteria for those who will apply to HIP. Is HWF at capacity or is some of the ground in its fallow year?

Rowan confirmed this, and the bottom line is that the amount of water on the location for our irrigation system limits how many farmers we can bring in. Hasn't yet been able to present data on Headwaters to the Board. Would like to shift back to a few years ago when we were graduating farms who were ready to move on to their own farm property.

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Rossi suggested figuring out how to be at capacity at least before trying to start a new program.

Hamilton The intent of the grant is to mitigate the issue of having farmers coming to us who are not really ready to launch. Then once these farmers are ready to leave HIP, they're looking for access instead of training, which is where the Big Creek property would come in to play as a midpoint landing location until they're saved up enough to buy their own land.

4. Underserved Farmer Down Payment Pilot Program: We would use the grant to support underserved producers in bridging the gap between what an underserved producer has in terms of capital or a loan to put towards their own property, and the actual purchase price of the property. The underserved producers would be responsible for taking the initiative to find a suitable farm property, but we would be facilitating access in the form of a grant (perhaps 30-50% of the purchase price). In exchange we would secure an easement that ensures the site stays in active production, remains affordable and that soil and water resources are being protected. Applicants would be preapproved and then they would come to us once they find their desired land, since real estate moves so fast. We would have templates for easements. This is the majority of the grant ask at \$1.3million. There's no way of assuming how many outcomes that would fund but we assume perhaps 5 projects in 5 years.

Hamilton Do the farmers need to be in district?

Shipkey Not necessary for the grant, we can make that decision internally.

Masterson has no qualms in funding a farm outside our district like this. If folks were buying property from our buy, protect, sell program, would they be eligible to use this money?

Shipkey Sure.

Zimmer-Stucky Are we reimbursing farmers for the cost of the easement if there wasn't one on the property already? Is looking to keep farmers in the District, especially if we have to manage easements on them.

Shipkey We are via the grant. That doesn't need to be defined with the grant, but these smaller sites wouldn't have much easement value in them, so our grant would likely exceed easement value.

5. Retiring Producer Transition Support Pilot Program: Oregon Agricultural Trust is creating a video series on farm succession and farm access via the tool of easements for beginning and retiring producers. This initiative would fund the production of those videos, as well as supplemental materials and several workshops. The District has been supporting farm succession planning work for a long time, and we often find that the biggest barrier is the cost of hiring support professionals (attorney, accountant, etc.). The second part of this initiative would be to fund the cost to hire support professionals for retired producers who will be making their property available for long term lease or purchase to underserved producers. There would also be potential partners interested in doing the sourcing of those farmers.

Zimmer-Stucky likes the idea of funding these issues to overcome barriers of understanding legalities.

Rossi agrees with this need. **Masterson** agrees with this need.

Hamilton could see this being implemented in partnership with the Farm Bureau.

Rossi Many Farm Bureau members would be interested in this.

Hamilton Last announcement on this grant proposal: We've already acquired a qualified grant writer who is ready to start writing as soon as possible to finish it before the closing date of October 28, 2022. We do have money to hire them already. We don't have time to debate the details, so we would go through with writing the grant application as it is proposed here, and if the Board decides that they do not want

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a part of the initiatives to go through, we will not expend funds for that initiative. We're also unsure with which initiatives the USDA may choose as well.

7:50pm- Board of Directors Discussion – used for Item 5.

8:20pm- Announcements, Action Items, and Adjournment

Masterson announced that Dianna Pope has passed away over the weekend. She was an important person in carrying the continuity of the District forward for so many years. She was on the Board for 30+ years. Noted that we named the Dianna Pope Natural Area at Headwaters after she stepped down from the Board. Suggested putting a card together for her husband and that she would announce when her service will be.

Hamilton The Land Legacy Committee Meeting is on October 17th in person at the Office. Hamilton's performance evaluation meeting with Jill Critchfield on October 19th at 5pm at the office.

Action Items

- **Kent** to reach out to Kohl to get a meeting with Rossi set up and keep Rossi updated about becoming a Grant review committee member.
- **Masterson** to check in with Guebert and Critchfield about Hamilton's performance evaluation.
- **Fernandez** to add a virtual option to Hamilton's performance evaluation.

Zimmer-Stucky adjourned the meeting at 8:28 pm.

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***East Multnomah Soil and Water Conservation District
Special Board of Directors **FINAL** Meeting Minutes***

Wednesday October 19, 2022

5:05pm- Call to Order

Guebert called to order the EMSWCD Special Board of Directors at 5:05pm on Wednesday, October 19, 2022, at the EMSWCD Office.

5:05pm- Introductions, Review/revise agenda, Review previous action items

Guebert conducted introductions for the record. The following persons were present:

Board of Directors: Mike Guebert (Zone 3 Director, Chair), Laura Masterson (Zone 2 Director, Secretary), Jasmine Zimmer-Stucky (At-Large 2 Director, Vice-Chair), Jim Carlson (At-Large 1 Director, Treasurer), Joe Rossi (Zone 1 Director)

Staff: Asianna Fernandez (Executive Assistant) (left at 5:06pm)

Guests: Jill Critchfield (Pacific HR)

Changes to the agenda: N/A

Previous Action Items: N/A

5:06pm- Executive Director Performance Evaluation:

Executive Session under ORS 192.660(2)(i) held to review and evaluate the employment-related performance of a public officer.

7:07pm- Adjournment

Guebert adjourned the meeting at 7:07 pm.

EMSWCD Strategic Plan Outline

Updated 10/31/22

I. Introduction

(1 page with photo)

A. Welcome – Conversational

- Why this plan, changing times, opportunities

B. Who is This Plan For?

- Public – Understand who we are, what we do and why
- Board – Accountable to our constituents, sets direction for the next 5 years
- Staff – Informs how we develop and deliver programs and services

II. Our Mission in Context

(1-2 pages with call-outs, infographics, photos)

A. Recommitment to Our Mission

- To “help people care for land and water”
- Definitions of Land/Soil & Water Health*

B. New Perspective

- Critical Lenses: Climate and Access & Inclusion
- Why we added these: nexus of urgency and what is actually in our wheelhouse
- Language from OACD re: equity and climate
- Equity and Climate stats (call-outs)

III. Our Process

(2 pages with photos)

A. Our Foundation

- Understanding our history (history infographic)
- Hearing from our community (PIC and CCC)
- Aligning with our Equity Plan

B. Our Process

- Exploration of existing program areas
- Prioritized criteria and beneficiaries

C. What Emerged

- Overarching criteria emerged: soil health, water health, responding to climate change, access/inclusion
- Considering opportunities that come from improving soil and water health more broadly (rather than current program structure)
- High-level priorities that provide common criteria for decision-making

IV. Strategic Plan Framework

(2-page spread, narrative, and table)

A. Framework Narrative – brief overview

B. Framework Definitions (as a call-out – or if too long can be in a glossary)

- Criteria and Beneficiaries
- Urban environment, working lands/ag, natural spaces

C. Criteria and Beneficiary Framework (chart)

(Could frame these criteria as questions in chart and use them as framework for how we make decisions)

V. What's Next?

(1 page with photo)

A. The Plan in Action

- Public – We will gather stakeholder input on how we can work with you to best meet our mission
- Board – Ensure annual workplans align with our mission and priorities
- Staff – Use the priorities to develop specific program strategies annually

B. Closing/Credits

- Board Members
- District Contact Information
- Links to more Resources

**** Definitions of Land/Soil & Water Health (will be modified into plainer language for the actual plan)***

Soil and water health are important to maintain vital living ecosystems that support plants, animals, and humans.

1. What is Soil Health?

Soil health is defined as the continued capacity of soil to function as a vital living ecosystem that sustains plants, animals, and humans.

Principles to Manage Soil for Health

We use research-based soil health standards to manage soil in a way that improves soil function.

- Maximize Presence of Living Roots
- Minimize Disturbance
- Maximize Soil Cover
- Maximize Biodiversity

2. What is Water Health?

USGS defines water quality as a measure of the suitability of water for a particular use based on selected physical, chemical, and biological characteristics.

Principles to Manage Water for Health

We use research-based water quality standards to assess whether the quality of Oregon's rivers and streams is adequate for fish, other aquatic life, and humans.

- Maximize shade for minimizing solar heating of stream
- Stabilize stream banks for tree growth
- Filtration of sediments, nutrients, and other toxics by reducing runoff
- Maintaining stream flows for healthy watersheds

Sources:

[Soil Health | Natural Resources Conservation Service \(usda.gov\)](https://www.nrcs.usda.gov/soil-health)

[Water Quality Information by Topic | U.S. Geological Survey \(usgs.gov\)](https://www.usgs.gov/water-quality)

[Department of Environmental Quality : Water Quality Standards : Water Quality : State of Oregon](https://www.deq.state.or.us/waterquality/)



Headwaters Farm and Headwaters Incubator Program Info Sheet

What is Headwaters Farm and the Headwaters Incubator Program?

Headwaters Farm = the 60-acre site where we demonstrate, trial, and teach conservation farming practices as well as the location of the Headwaters Incubator Program (HIP)

HIP = five-year program to launch viable, stewardship-minded farm businesses, primarily through lowering common barriers to farm business entry by providing access to:

1. **Capital** (affordable farmland, equipment, infrastructure, farm resources)
2. **Farm Knowledge** (both production and business; mostly through one-on-one consultations and connecting our farmers with existing education services)
3. **Farm Networks** (other farmers, service providers, staff)
4. **Markets** (PSU Farmers Market, other market networks)

Other supports and resources: Caterpillar tunnel bridge financing, staff management and upkeep of shared spaces, facilitated bulk purchases, spring tillage, among others.

Headwaters Timeline

- 2011 – EMSWCD purchased Headwaters Farm (then Schaeffer Nursery)
- 2012 – Headwaters Farm Program Manager position was created
- 2013 – The first cohort of incubator farmers began farming at Headwaters
- 2014 – Facilities Manager position begins splitting time between District Office and Headwaters
- 2017 – First cohort of grads; Part-time/seasonal Operations Assistant position established; Current working program goals established
- 2020 – Operations Assistant position becomes full time
- 2022 – 10th season of incubator farmer cohorts

Current Program Goals

The following goals came from the last Strategic Planning session which took place in 2017. Definitions and details have been added in some cases for clarity:

1. Maintain and improve the natural resources at Headwaters Farm to support conservation farming (modern farming practices that protect or enhance natural resources).
2. Facilitate the establishment of viable new farm businesses, that are good stewards of land.
 - a. HIP has at least 12 participants at all times.
 - b. HIP attracts a quality applicant pool of at least 10 applicants a year.
 - c. HIP graduates one or more farmers each year.
 - d. 30% of HIP graduates operate within the district and 80% serve* EMSWCD constituents.
*serving constituents = farming, marketing, or purchasing within the district.
3. Increase the visibility of conservation farming practices (to HIP farmers, local farmers, program partners and conservation organizations, and constituents).
4. Headwaters Farm facilities, infrastructure and equipment supports the HIP program and EMSWCD's mission.



Headwaters Farm and Headwaters Incubator Program Data Sheet

East Multnomah Soil and Water Conservation District

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Goals 1, 2, and 3 are rooted in positive soil and water outcomes at different scales and areas of the district. Goal 4 is intended to recognize the effort that goes into developing and maintaining a farm and farm systems that are appropriate for multiple users.

HIP Farmer Profile

We seek to work with experienced growers who are pursuing long-term farm businesses. The strongest candidates have at least three years of farming experience, including at least a year being involved in a farm's management (overseeing farm crews and/or farm systems, like propagation and cultivation).

The typical HIP farm business model is a small-scale, diversified operation, growing higher-value crops with value-adding production methods (e.g., organic, no-till) and selling direct-to-consumer, usually—but not always—with supplemental off-farm income. To measure off-farm income figures against national trends, in 2019, 96% of US farmers relied on some form of off-farm income, with smaller farms more likely to have off-farm income than larger operations. On average, in 2019, off-farm income contributed 82% of total income for family farms.¹

Crops grown at Headwaters Farm include diversified vegetables, cut flowers, medicinal and culinary herbs, strawberries, poultry, native plants.

Program Impact

What does EMSWCD and the District's Constituents get from Headwaters Farm?

1. *New and More-Viable Farms*— a continual supply of farm businesses that help keep local farmland in production and who provide good stewardship of soil and water resources well into the future
2. A permanent site for:
 - *Demonstration* of conservation farming practices, systems, and resources (e.g., stormwater management, cover cropping, pollinator habitat, riparian buffers)
 - *Education* – conservation and farm viability trainings for farmers and future farmers and information for the public
 - *Trials and experimentation* – dry farming, cover crop management, no-till, etc.
3. *High Visibility for EMSWCD and Sound Soil and Water Stewardship*:
 - HIP provides good website traffic and social media presence
 - HIP and Headwaters are regularly featured by press and in articles
 - Headwaters averages a few hundred visitors per year
 - Incubator farmers educate their customers about EMSWCD and the farm incubator
4. *Regional Beginning Farmer Pipeline* – HIP is a unique piece of the farmer development ecosystem throughout the Portland Metropolitan Region and supports and strengthens the efforts of partner organizations, especially entry level farming programs
5. *Developing Farm Community* – HIP is a powerful tool for bringing farmers together and, in doing so, has helped develop networks and resources for growers who value soil and water health
6. *Headwaters Resource Management* – the soil and water quality at Headwaters Farm are greatly improved and EMSWCD's investments here have had impacts beyond just this property (e.g., water quality and temperature, fish passage, wildlife habitat)

¹ <https://www.ers.usda.gov/amber-waves/2021/september/off-farm-income-a-major-component-of-total-income-for-most-farm-households-in-2019/#:~:text=In%202019%2C%2096%20percent%20of,farm%20income%20than%20larger%20farms.>



Headwaters Farm and Headwaters Incubator Program Data Sheet

East Multnomah Soil and Water Conservation District

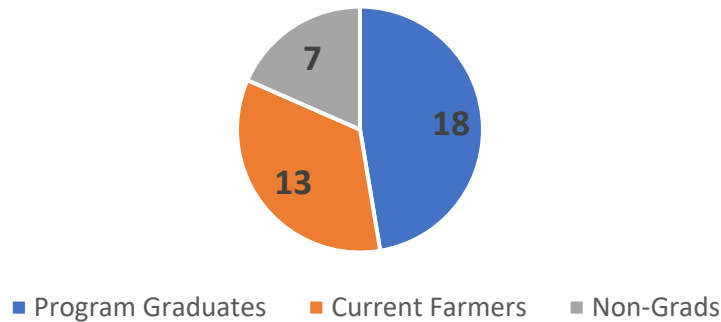
10/31/2022

Headwaters Incubator Program – By the Numbers

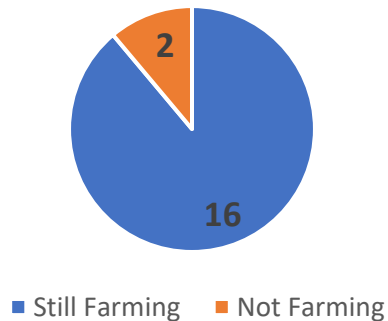
General farm stats:

- There has been a total of 38 farms (49 farmers) who have or are currently participating in HIP:
 - 18 *graduate farms* (those that have been with the program for five years and/or transitioned their business away from Headwaters Farm before their five years were up)
 - 13 *current farms*
 - 7 *non-grads* (farms that don't make it through the program and don't continue farming)

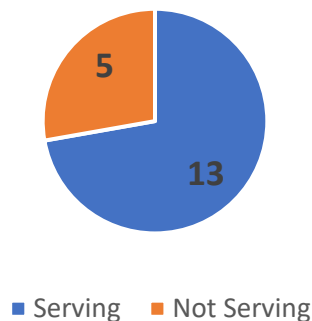
Breakdown of the 38 Total HIP Farms



Graduate Farming Rates



Percent of HIP Grads "Serving" the District*



*serving constituents = farming, marketing, or purchasing within the district.

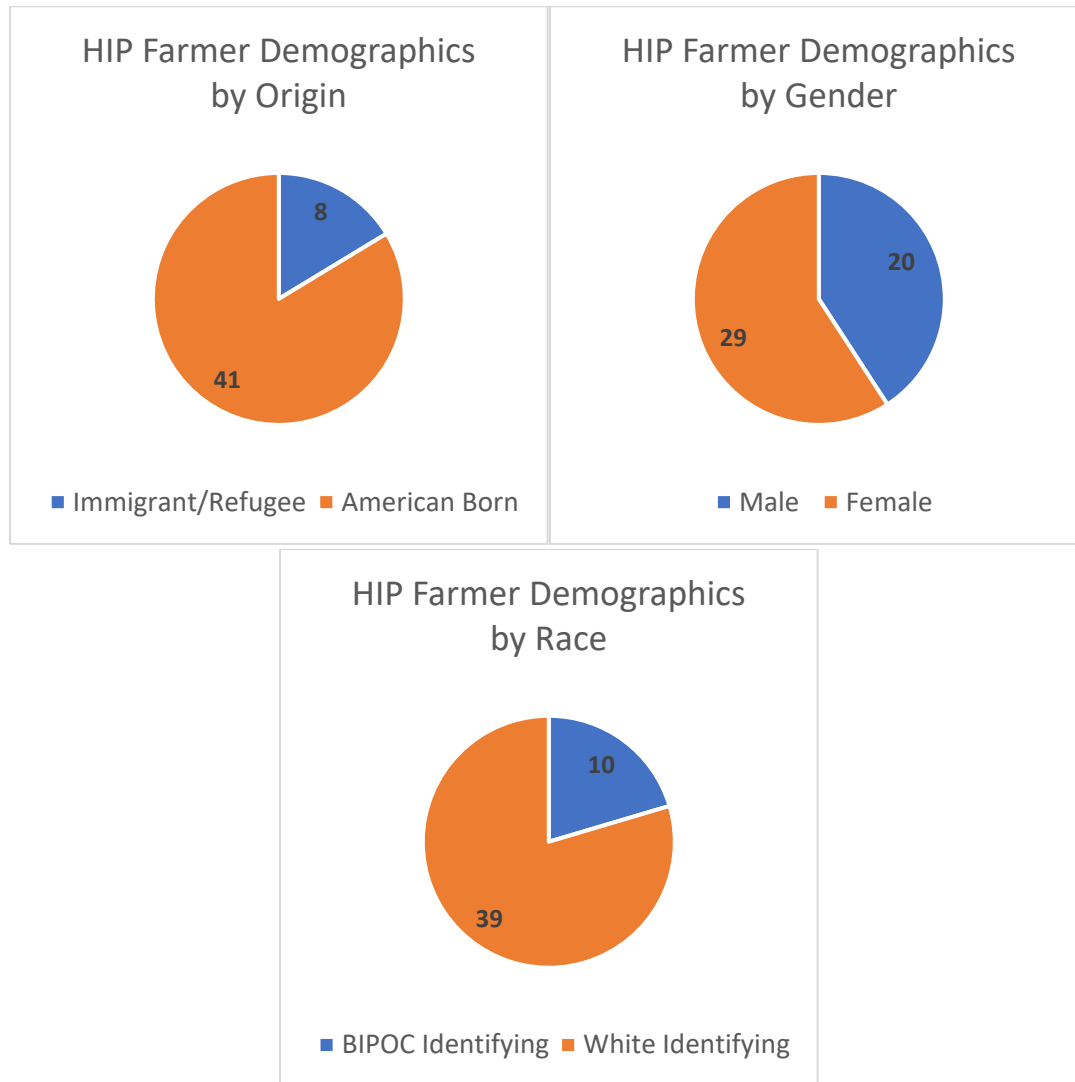


Headwaters Farm and Headwaters Incubator Program Data Sheet

East Multnomah Soil and Water Conservation District

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Demographics of all HIP farmers to date:



Graduate farm size ranges from 0.5 - 5 acres with the average farm size being just under 1.5 acres

Farm Viability

Our goal is to get HIP farmers to the point of viability. The proposed definition of farm viability is for a farmer who achieves the following:

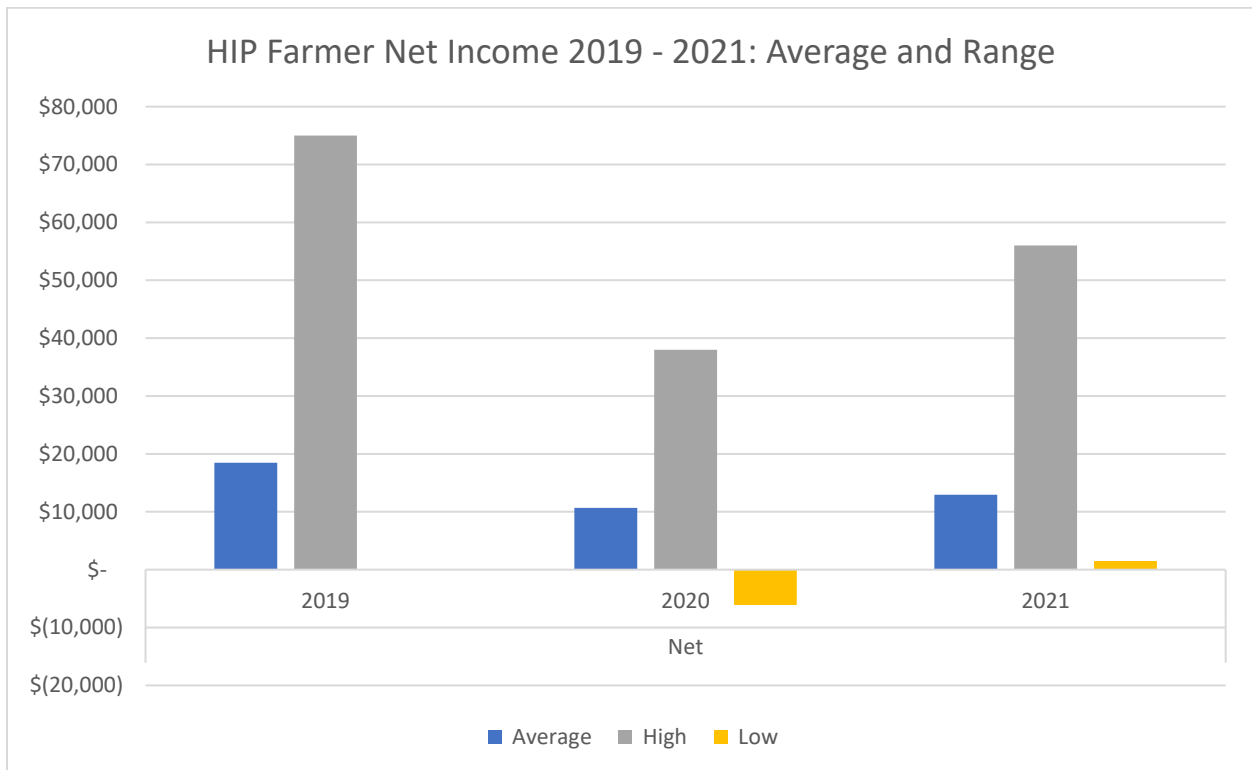
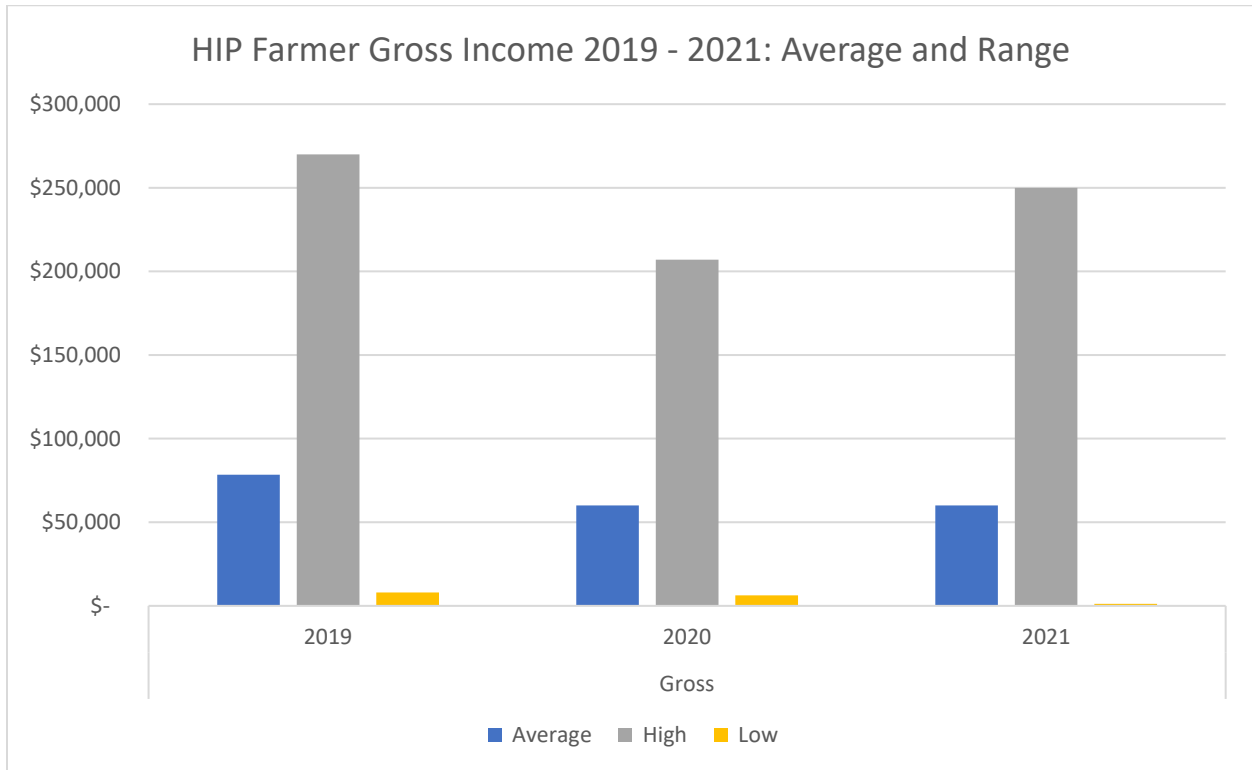
- **Income goals:** net farm income + off-farm income = living wage
- **Quality of life goals:** work/life balance, ability to avoid burnout
- **Market stability:** established and reliable sales outlets
- **Business-minded decision-making:** effective production and financial record-keeping allows the farmer to make informed decisions on market outlets, sales prices, labor, scale, crop selection and enterprises, projections, and other key business considerations
- **Land stability:** land access (security and tenure) is more important than land ownership



Headwaters Farm and Headwaters Incubator Program Data Sheet
East Multnomah Soil and Water Conservation District

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HIP farm financials for farm seasons 2019-2021:



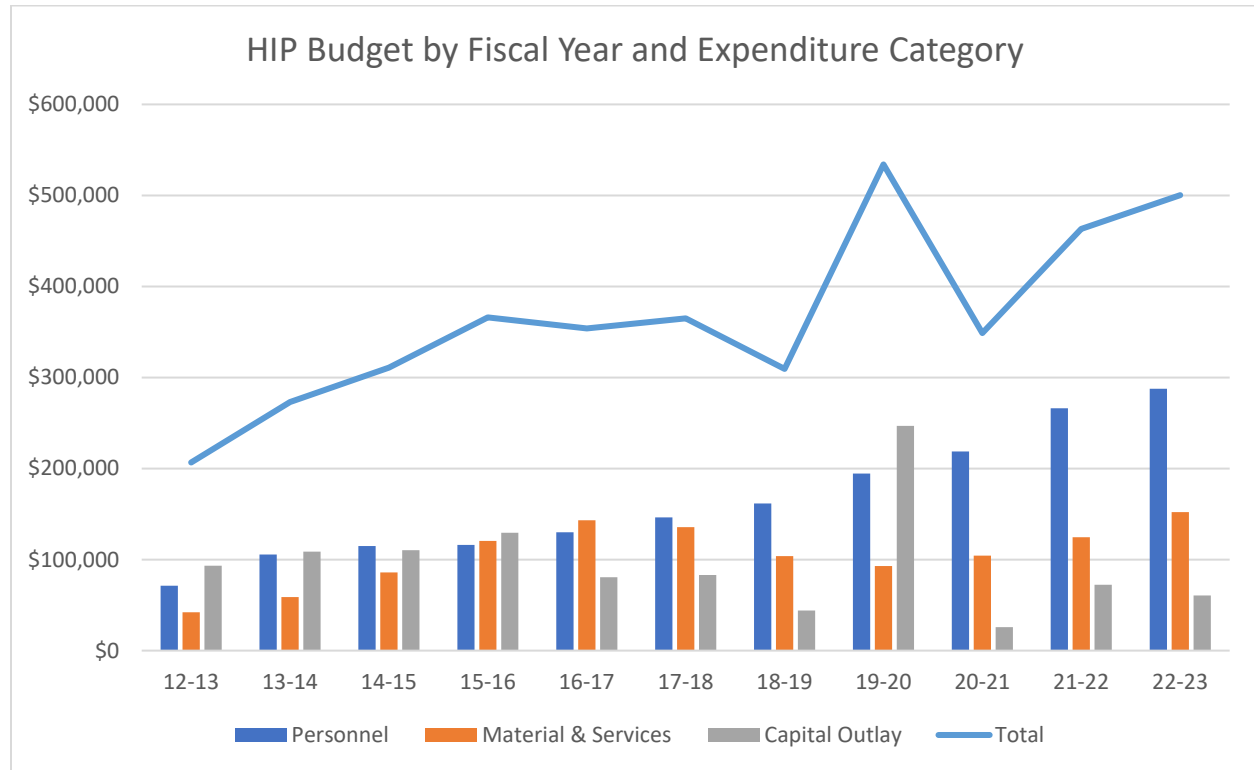


Headwaters Farm and Headwaters Incubator Program Data Sheet
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HIP Budget

Headwaters Farm was purchased for \$1.3 million in 2011. An additional four million has been allocated to HIP budgets since the program's inception in fiscal year 2012-2013, of which almost 95% was spent (with the remaining \$200k returning to EMSWCD's general fund). This includes capital investments, personnel costs, and materials and services.



HIP recoups some funds through farmland, equipment and infrastructure rentals, repayments on caterpillar tunnel bridge loans, and facilitating cost shares on cover crop seed purchases. Since 2018, HIP's annual revenue to EMSWCD's general fund has averaged about \$40,000.



Board of Directors Meeting

East Multnomah Soil and Water Conservation District

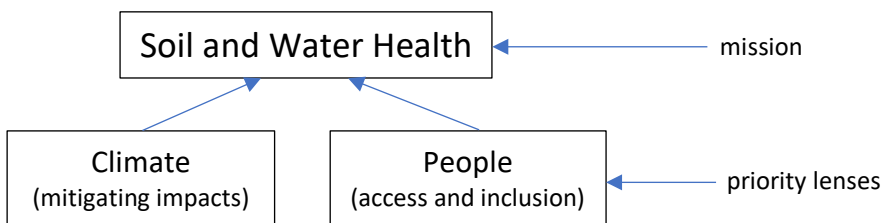
Monday November 7th, 2022, 6:00 – 8:00 PM

(October 31, 2022)

To be held at the EMSWCD Office 5211 N Williams Ave, Portland, OR 97217

CRIB SHEET FOR HIP Deepish Dive DISCUSSION

Mission & Top Priorities (from Aug 3 Board meeting)



EMSWCD Mission statement: “We help people care for land and water.”

Working Criteria

- *Water quality*
- *Water conservation*
- *Soil quality*
- Climate change impacts
- Ensuring access and inclusion for people historically excluded or marginalized
- Fish and wildlife habitat
- Land access for farming
- Economic resiliency for farmers
- Food access

Potential Beneficiaries

- All Constituents
- Native American Communities
- Landowners
- Undeserved Producers
- Established Producers

**HIP Deep-ish Dive Key Questions**

East Multnomah Soil and Water Conservation District

10/31/2022

At the November 7, 2022 Board Meeting, the Board of Directors will discuss strategic planning considerations for the Headwaters Incubator Program (HIP) and Headwaters Farm. After a presentation, Board Members will reflect on what program priorities and primary beneficiaries should be. Staff asks the Board to dig into the following key questions:

- 1) Does EMSWCD want to continue Headwaters Farm?

If yes, then the following questions are relevant:

- 2) Do the 2018 program goals still address what we want accomplish at Headwaters?
- 3) Who should we be serving in our farm incubator?
 - a. How much experience is expected beforehand?
 - b. How are we recruiting experienced farmers?
 - c. Are we emphasizing the most qualified or greatest need?
 - d. What do we owe residents of district?
- 4) How do we measure success at Headwaters?
- 5) How do we incorporate the new strategic priorities of climate and equity?